



Newport Public Library

Strategic Plan 2021-2024

Adopted June 7, 2021



NEWPORT
PUBLIC
LIBRARY

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- Greater Newport Chamber of Commerce
- City of Newport
- City of Newport—Mayor and Council
 - Dean Sawyer, Mayor
 - CM Hall, Council President
 - Beatriz Botello
 - Aaron Collett
 - Dietmar Goebel
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Welcome

Over the last year, our library has seen significant changes including staffing and budget reductions as well as operation limitations due to the COVID-19 pandemic. As we move forward, we want to be sure that we are moving in a direction that fits the needs of our community. Our Library is an important community hub that provides free and equitable access to information, events, resources and activities for all ages.

We are very fortunate to have such a supportive community. Our library is often referred to as “the living room of Newport.” As we begin to shift and adapt to changing community needs, we want to ensure our library continues to be deserving of this title. This document will provide a clear path for staff to focus on community-driven goals that are responsive, visionary, and fiscally responsible.

I look forward to the coming months and years as we work toward these goals for the betterment of the library and the community as a whole. Thank you to the Library Advisory Committee Board members, Library Foundation Board members, Library staff members, Strategic Planning Stakeholder Committee and key informants, supporting organizations, and the community for your input. Because of you, we can work to create a strong, vibrant, and relevant three-year strategic plan for the Newport Public Library. It is my pleasure to introduce the Newport Public Library Strategic Plan for 2021-2024.

Respectfully,

Laura Kimberly, Newport Public Library Director

Library History

The Newport Public Library's beginnings took place in 1919 as a small reading room in the Opera House for sailors. The amenities included a piano, a billiard table and a number of books donated by the community. The women of Newport wanted to offer the young men a place for recreation and learning. As the town grew, so did the library.

In 1925, the library moved into the new City Hall (now the Pig 'N Pancake) with space on the first floor.

In the 1950's, a gift of a building where the Lincoln County Jail now stands saw the library move into its own building.

In the 1960's the first professional librarian, Inge Sund, was hired.

In 1986, the Newport City Council used Urban Renewal funds to build the first version of the current structure on the corner of Olive and Nye Street. At 8,000 square feet and two stories tall, the library became one of the most heavily used in the state. At that time a children's librarian was hired and children's programming quickly became a vital part of the library's services.

In 1990, a Young Adult collection was established.

In 2000, the current library facility was renovated and almost doubled in size. The renovation included accommodations for technology, current and future. For the first time, a designated area for teenage patrons was established along with a dedicated community meeting room.

In 2002, a part-time library assistant was hired for the Young Adult department.

After 15 years in the expanded building, it began to feel crowded and outdated. The Library Director at the time, Ted Smith, the Newport Library Foundation, and the Library staff began to look at ways to improve the Library without a new building. The end results were a new teen room, a space for middle readers, consolidated computer stations, updated and more approachable public desks, and a more open, welcoming feeling.

In September 2019, the Newport Public Library celebrated the start of the Library's Centennial Year in the City of Newport.

In December 2020, the Newport Public Library started the process for the Newport Public Library Strategic Plan 2021-2024. This strategic plan is especially important in light of the COVID-19 pandemic.

Introduction

The Newport Public Library is a municipal library, a Department of the City of Newport, and an affiliate of the Lincoln County Library District. The Library serves the residents of Newport and the surrounding unincorporated Lincoln County.

Lincoln County Library District (LCLD)

The Lincoln County Library District (LCLD) helps guarantee library service to all residents of Lincoln County, Oregon. The Library District has a countywide service focus that provides connecting links among libraries, individuals and organizations. The Library District's mission is to provide leadership to ensure equitable services and materials to the libraries and residents of the District. The Lincoln County Library District was formed in 1988 and is a special district funded at a permanent rate of 24 cents per \$1,000 in property value and has a five-year local option levy that provides 9 cents per \$1,000 in property value. The boundaries of LCLD are everything in Lincoln County except the cities of Newport, Lincoln City, Toledo, and Yachats.

The Library District distributes these tax dollars to the five public libraries in Lincoln County to assure fee-free library services. The five libraries are: the Newport Public Library, Driftwood Public Library in Lincoln City, Toledo Public Library, Waldport Public Library and Siletz Public Library.

The Library District has no governing authority over any of the libraries in Lincoln County. It collects taxes and distributes those funds to the five autonomous public libraries. These funds go into the City's General Fund then are distributed to the Library through the annual budgeting process.

Two additional benefits provided to libraries in Lincoln County are a courier system to share library materials and payment of OCLC invoices for cataloging and interlibrary loan expenses. The Library District pays OCLC for Newport's cataloging and interlibrary loan use.

Library Advisory Committee (LAC)

Library Advisory Committee board members are appointed by the Mayor and Council to advise in matters of library policy. Members of the Library Advisory Committee (previously known as the Library Board of Trustees) are appointed by the Mayor and Council to advise in matters of library policy. A committee member serves a term of four years and may be renewed for an additional four years. All Advisory Committee meetings are open to the public. The Library Director serves as ex officio and participates in all discussions, but does not vote.

Newport Public Library Foundation

The Newport Public Library Foundation is an independent, non-profit organization promoting private donations to enhance and enrich Newport Public Library's resources and services. The Library Foundation has established an endowment fund with the Oregon Community Foundation to plan for the library's needs far into the future.

The Process

In December 2020, the Newport Public Library began developing a new three-year strategic plan for the Library. Darci Hanning, Public Library Consultant for the State Library of Oregon facilitated the development of the Newport Public Library Strategic Plan 2021-2024.

Step 1: City Manager Approves Strategic Planning Process.

City Manager approved the planning process based on Library Director's request.

Step 2: Collect Feedback from the Community.

We shared paper and electronic surveys in English and Spanish in a variety of ways. We received over 200 responses and are very grateful to everyone who took the time to answer our questions. These responses were analyzed by library staff.

Step 3: City Council Work Session.

The Public Library Consultant and Director introduce the Library's strategic planning process to City Council and the Mayor on Tuesday, February 16, 2021.

Step 4: Library Staff and Stakeholder Meeting.

General library operations, service area demographics, library standards and strengths, weaknesses, opportunities, and threats (SWOT) results, and the results of the community feedback survey are shared with designated stakeholder group and library staff. The Staff meeting was attended by library staff on Thursday, February 18. The Stakeholder meeting was attended by City leadership and a group of representatives from different segments of the community on Tuesday, February 23. The staff and stakeholder meetings are facilitated by Darci Hanning, Public Library Consultant from the State Library of Oregon.

Step 5: Key Informant Interviews

The Director conducted key informant interviews to gather in-depth feedback for the strategic planning process.

Step 6: Compile Feedback, Mission, Vision, and Goals.

The Director and library staff developed goals, objectives, and activities to create a final draft of the strategic plan document for the next 3 years.

Step 7: Library Advisory Committee Reviews and City Council Approves Plan.

The Library Advisory Committee reviews the final strategic plan document. City Council approves the Newport Public Library Strategic Plan 2021-2024. The projected approval date for the final strategic plan document is June 7, 2021.

Step 8: Present New Strategic Plan.

The Newport Public Library Strategic Plan 2021-2024 will be published on the Newport Public Library web page for the public to view. Publicity and marketing about the strategic plan will be available upon completion.

Our Vision

Our community collaborates to support diversity, resiliency, and inclusivity so that everyone can learn, grow, and thrive.

Our Mission

We provide equitable access to materials, entertainment, information and technology services of the highest quality to our diverse multigenerational community.

Our Focus Areas

Focus areas are the links between the community's needs, interests, and priorities and the programs and services a library offers. Specifically, a focus area is what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs.

- Understand how to Find, Evaluate, and Use Information: Information Fluency
- Celebrate Diversity: Cultural Awareness
- Welcome to the United States: Services for New Immigrants
- Connect to the Online World: Public Internet Access

Strategic Goals and Objectives

Focus Area: Understand How to Find, Evaluate, and Use Information: Information Fluency

Goal 1: Adults and seniors will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as members of their community.

1A. Objective: The Library will offer two community-sourced program ideas using feedback from the library strategic campaign annually.

1B. Objective: The Library will provide pop-up outreach programs in the community 6 times throughout the year for Wi-Fi access, registering for a library card, access to library materials, and/or ask a librarian technology and reference questions.

1C. Objective: By June 30, 2022, 60% of seniors and adults who attended a library program or event will report in a post-program assessment that they agree or strongly agree that they learned something new by attending a program hosted by the Library.

1D. Objective: The Library will partner with 10 community organizations annually.

Goal 2: Teens will learn to evaluate information resources at many levels, increasing their understanding and awareness of the world around them.

2A. Objective: Over the period of the plan, there will be a 5% increase in youth ages 11-18 who participate in Library programs and events.

2B. Objective: By June 30, 2022, 40% of teens who respond to our school survey will report that they used their public or school library as an information or entertainment source in the past year.

2C. Objective: By June 30, 2022, at least 20% of current teen patrons will report in an annual Library survey that they have an increased awareness of library resources and services.

Goal 3: Families will have programs and support for listening, learning, and understanding; leading to shared experiences that create connections.

3A. Objective: By June 30, 2022, at least 30% of parents and care providers who attended a Library program will report in a post program assessment that they plan to attend another event in the future.

3B. Objective: The Library will provide at least one monthly program (either virtually or in-person) visit to schools, organizations, and institutions serving youth.

3C. Objective: The Library will provide at least six pop-up library visits to schools, organizations, and institutions serving youth annually.

Goal 4: Residents of all ages will have the resources and support they need in their research, scholastic, and literacy activities.

4A. Objective: Every Library program will have an assessment component.

4B. Objective: By June 30, 2022, the Library will engage community members in reducing barriers to library services.

4C. Objective: By June 30, 2023, the Library will have a 15% increase in cardholders in our service area; bringing the percentage up to 60% from 45%¹.

4D. Objective: The Library will add at least 5 new kits, materials, and objects to our *Library of Things* Collection.

4E. Objective: The Library will promote library use among current library patrons.

Focus Area: Celebrate Diversity: Cultural Awareness

Goal 5: Residents will have programs and services that accurately and positively represent their culture and history. Residents will have access to resources that allow for comfortable information gathering either independently or with support from library staff.

5A. Objective: By December 31, 2022, the Library will perform a diversity audit of the Library Collection, Programs, and Services.

¹ Fiscal Year 2019-2020 Oregon Public Library Annual Statistical Report data.

5B. Objective: By June 30, 2024, 5% of the library's print collection will consist of non-English language materials².

5C. Objective: By June 30, 2023, the Library will have Spanish speaking staff scheduled during 50% of open hours.

5D. Objective: By June 30, 2022, the Library will establish consistent bilingual signage at all service points, on the Library shelf ends, and signage throughout the Library.

5E. Objective: By June 30, 2023, 100% of press releases, library signage, marketing materials, and library policies will be translated into Spanish.

5F. Objective: Circulation of non-English language materials will increase by 5% over the period of the strategic plan.

5G. Objective: By June 30, 2022, 15% of Library staff hours will be used to strengthen community partnerships.

Focus Area: Welcome to the United States: Services for New Immigrants

Goal 6: New immigrants and refugees will have access to information on citizenship, language learning, employment, public schooling, health and safety, available social services, and any other topics needed to participate successfully in American life.

6A. Objective: By June 30, 2022, establish the best modes of communication with new residents.

6B. Objective: By June 30, 2022, form community partnerships with organizations that serve immigrant and refugee communities.

² In May 2021, the Newport Public Library non-English language print collection is 2.7%.

Focus Area: Connect to the Online World: Public Internet Access

Goal 7: Residents will have access to the Internet, devices, and knowledge to support their work, education, and interests.

7A. Objective: Wi-Fi, Internet, and library device use will increase by 20% over the period of the strategic plan.

7B. Objective: By June 30, 2023, 30% of participants will report in a post-program assessment that they have more knowledge of their device or a device.

7C. Objective: The Library will have a 20% increase in use of library electronic resources over the period of the strategic plan.

Appendix

Themes from Responses to Community Questions

One thing I wish I knew more about...

- Community events/activities
- Infrastructure, Infrastructure/government
- Geriatric services, Community social services/resources
- Technology
- Natural resources and hearth & home
- History
- Science
- Fishing Industry
- Community: sites, local fauna, and flora

What do you value most about our community?

- Small town community, friendly, helpfulness, people
- Beauty
- Arts, humanities, science
- Recreation, outdoors
- Size, beauty, and environment
- Library

What's on your bucket list?

- Travel
- Northern Lights
- Writing
- Hand work (quilting/knitting, etc.)
- To learn a language (Spanish, French, German)
- To learn a musical instrument(s)
- To learn art
- Outdoor recreation

One thing that would make our community better...

- Housing
- Parks and Recreational opportunities
- Jobs
- Living wages
- Affordable housing
- Community events
- Social Services
- Internet connectivity
- Improved healthcare
- More local shopping opportunities
- Improved communication
- Infrastructure
- Transportation infrastructure (sidewalks, walking paths, bike paths, more bus stops, public transportation outside city limits, transportation diversity)
- Education and cultural opportunities

Newport Public Library Strategic Plan SWOT (Strengths, Weaknesses, Opportunities, Threats) 2/11/21

Strengths:

- Staff Competence
 - Diversely talented, efficient, and dedicated staff that is always learning and flexible
 - Institutional memory/knowledge
 - Willingness to change and go with the flow when change occurs
 - Desire to help ALL patrons regardless of their situation in life
 - Teamwork
 - Creative and out of the box thinking
 - Readers' Advisory
 - Customer Service
 - Energetic, visionary, and strong leadership (in-house)
 - Willing to work with community to the best of ability and always offer ideas/suggestions/recommendations
 - Staff blends well with each other
- Library

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- o Newport's Living Room
 - o Relatively large space
 - o Nice location
 - o Plenty of parking
 - o Great meeting room spaces
 - o Beautiful building
 - o Long community history
 - o Respected as an institution among stakeholders
 - o Not a great budget, but not terrible
 - o Ongoing investment in security (TCB Security Services)
 - o Community support and trust from throughout the county (patrons, organizations, and other libraries)
 - Supportive, informed, successful Library Advisory Committee and Library Foundation
 - Programming and Services
 - o Virtual Programming
 - o History of extensive programming and outreach to build on
 - o Broad scope of programming for each of our age groups (0-100)
 - o Library Take Out: Offering assistance behind a small barricade to provide safety for both parties during COVID-19
 - o Provides a safe location for patrons to get items and use Wi-Fi from their cars and outside
 - o Welcoming to all, recently to teens (pre-COVID)
 - o Fairly good tech-RFID, new public computers, etc.
 - Outreach
 - Library Collections:
 - o English, Spanish, and Mam
 - o Extensive collection for a small, rural library
 - o Fairly diverse and engaging collection

Weaknesses:

- Aging Infrastructure
- Short-staffed
- Currently not open enough hours due to being short-staffed
- Do not always feel supported or valued by City Government
- Low visibility of City Administration in the Library building or utilizing services/resources
- Perception of being a non-essential service
- Falling short on:
 - o Offering tech to community
 - o Having staffing energy and resources for as much programming as we would like

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- o Adequate collection maintenance and upkeep
 - Bibliographies
 - Weeding
 - Subject Headings
 - Budget and budget reductions
 - Lack of space and storage in the library
 - Dated furniture
 - Supervisors need private office space, no privacy for conversation
 - Space for collection expansion and *Library of Things*.
 - COVID-19 limitations are a temporary weakness
 - Not using staff skills and interests to full potential
 - “Invisible” to too much of the community
 - Not being able to reach fully into the Latinx community
 - Need more staff training on various tasks created and available during COVID-19 and in general
 - Outreach to underserved communities
 - No Spanish speaking staff members or volunteers
 - Bilingual publicity and marketing
 - Technology for staff to do different parts of their job (camera for pictures and filming)
 - Keeping up with technology
 - Lack of collection development policies that stress representation of BIPOC and LGBTQ+, it should be explicitly documented
 - Lack of administrative power over ILS (library management system/ catalog) features

Opportunities:

- Expand partnerships with business, cultural, and other community agencies
- More and deeper presence “at City Hall” on the table for community issues
 - o Homeless Task Force
- More connections to other city departments
- Expand Library and Performing Arts Center (PAC)/Visual Arts Center (VAC) partnership
- Additional ways to say “Thank You” to those who have been supportive during COVID-19 and pre-COVID
- New avenues to reach the community
- Promote staff development by mandatory/incentivizing/encouraging that staff ALL learn Spanish
- As we move from the COVID-19 closure into reopening:
 - o Opportunity to be very intentional about how we reopen
 - What will interlibrary loan look like?
 - What will staffing look like

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- What will hours look like? (i.e. Pre-COVID, some staff felt nights were slow)
 - Opportunity to expand staff to address weaknesses:
 - Bilingual/cultural input
 - Stronger internal technical skills
 - Build a partnership with local food stores to offer coupons for patrons and connections with local food banks to offer information for patron usage
 - Find connections with local non-profit organizations that provide care for the homeless community; find ways to promote services to our homeless community
 - Branch out to connect with non-profits outside the community
 - County-wide community reads program
 - Cultural Pass Program
 - *Library of Things*
 - Ability to check out laptops, portable devices, mobile hotspots
 - Rejoin the rest of Lincoln County by sharing an ILS (library management system/ catalog)
 - Outreach to Spanish-speaking population
 - Connect with Spanish-speaking families.
 - Help them get to know more about the library, services, and resources available (Mango Languages, DMV, bilingual library materials)
 - Sign up for library cards and how to use
 - Align with the City of Newport's Vision 2040 plan to help emphasize the library's usefulness and value
 - Interactive library grounds
 - Permanent *Trail Tales* on library grounds
 - Library cards for every student in the school district during registration
 - Connect more with the schools for collaboration, outreach, and getting library cards to kids
 - Cultural diversity and high school student representation on the library board and library foundation
 - Homework hub
 - Social worker in the library
 - Staff representation on different community boards
 - Staff training
 - Monthly library newsletter to have a staff highlight/spotlight section
 - Monthly articles in the newspaper

Threats:

- Funding shortfalls and budget cuts
- Staffing shortfalls

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- The library is intended to serve the whole community. Some of the community members find unhoused people in and around the library off-putting and even frightening.
 - Reality of trying to keep up with technology
 - Time
 - Trained security officers
 - Limited library hours to accomplish goals and serve the community
 - Retirement/loss of institutional knowledge
 - Lack of ethnic language speakers on staff
 - Lack of library use by City administration and staff
 - Ineffective or inadequate communication skills
 - Staff burn out
 - COVID-19
 - Language barriers
 - Challenge of relevancy in a changing world
 - Adapting to eResources from physical resources and balancing collections in order to serve ALL patrons
 - Low visibility of City administration in the library
 - Lack of administrative powers of ILS (library management system/catalog)
 - City priorities
 - Lack of community resources for unhoused population